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Director of Training ✓

19 December 1955

THRU : Comptroller 37 R-24
Chief, Finance Division

28th Session - Advanced Management Program - Harvard University
Graduate School of Business Administration

1. The undersigned attended subject session during the period 14 September 1955 through 9 December 1955. The following paragraphs contain observations and recommendations concerning participation in the program.

2. Scope and Application of Program - The various publications concerning the scope of the program, subject matter of courses, etc., presented in various university publications concerning the course fairly present the nature of the program.

3. Preparation for Program - During the course of the program, it was observed that it is a very common practice for organizations to have their candidate for the next succeeding session visit the school and observe the classes, meet the professor and the Dean, and generally become acquainted with the manner in which the program is conducted. It is my opinion that the adoption of such procedure would not only give the Agency's candidate (if accepted for the course) an advantage in the important early days of the session but would be well received by the school staff. It is recommended that this procedure be adopted with respect to subsequent candidates submitted by the Agency. If such visits are approved, prior arrangements should be effected by contact with the Assistant Dean in charge of the Advanced Management Program. This will not only assure that the visit is made at the most appropriate time but will enable the school to make available sleeping quarters (which they like to do) on the campus.

4. Security - Arrangements with the school are designed to effectively preclude any formal or published identification of our representative with the Agency. This security objective is fully recognized and carefully observed by members of the school staff. Inability to recognize Agency affiliation in class literature, such as rosters, name tags, etc., creates an effective, though somewhat intangible, barrier to the establishment of the easy, candid relationship between professors and/or classmates and our representative which is essential to enable our representative to obtain recognition of ability to participate in program activities in the early stages of the program relative to other members of the class.

DEC 51 11 03 AM '55

COMBIBOTTER

- 2 -

Members of the staff at the school indicated that they had noted that representatives of the Agency in the past who had been formally identified with the Agency were able to participate more freely in the class programs and were, accordingly, remembered more vividly by the staff.

It is recommended that future candidates for the program be identified to the Agency in all instances where the nature of their duties and position titles with the Agency are common to other government organizations and to industry. For example, the present candidate should be permitted to be identified as Deputy Comptroller, CIA. Such identification will not only permit easier participation in the class, but would enhance, rather than detract from, security in that the nature of duties and responsibilities would be assumed by classmates and searching questions would be avoided.

5. Participation in Class Activities - Class activities are conducted in the name of various committees. The membership of these committees is largely obtained from those members of the class who volunteer. Actual responsibility for action by committee members is largely nominal, however, the Dean and other staff members look upon membership on a committee as evidence of willingness to participate in the program. Although these activities contribute little of significance to the member's benefit from the course, participation by our representative through a committee membership will tend to strengthen Agency relationships with the school and should be encouraged. Also, our representative should be advised to make it a point to participate early in class discussions in order that initial impression on professors will be one of willingness to participate.

With the possible exception of class officers (which are elected), none of the committee assignments would, in my opinion, have any security implications whatsoever.

Participation of the type indicated above, or lack of such participation, also has no effect on the benefit obtained from the course by the individual. Recommendations for participation are made solely from the standpoint of strengthening relationships between the school and the Agency.

6. Contacts by Agency Representatives - In the area of Agency-school relationship, it should be noted that the Dean is quite disturbed whenever unannounced visitors arrive. It is recommended that to the maximum possible extent, visits to the program be planned in such manner as to permit prior communication with the Dean, in order that he may suggest an appropriate time and complete arrangements for the visit.


DEC 51 11 03 AM '77

COMBIBOTTEB

- 3 -

7. Expenses - Each candidate should be aware of the fact that it is probable that he will have to bear some of the expense of his sojourn at Harvard out of his personal funds. Present allowances are approximately adequate for minimum expenses of the course, however, the many extra curricular activities can be expected to require extra funds. For example, during the last week wives are invited to participate in the program. While such participation is not required, most class members have their wives during the last week. (My class numbered 160 and 135 wives were present during last week). Although my excess cost for the course may be attributed largely to the participation of my wife during the last week, I would urge subsequent participants to plan to have their wives join them during the last week.

8. Overall Appraisal - A course of this nature is difficult, if not impossible, to evaluate specifically. The benefits accruing to the Agency in terms of greater competence in administrative affairs must necessarily be appraised by others than myself. From the personal viewpoint, I completed the course with a feeling of having developed greater breadth and depth of background. I am extremely grateful to the Agency for having afforded me the opportunity to participate in the program.

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